ita

YOUR TICKET.

ITA SERVICE PLAN 2013/14 – 2015/16

Aligning Training and Opportunity

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Message from the Chair

To the Honourable Pat Bell
Minister of Jobs, Tourism and Skills Training

It's my pleasure to submit this annual Service Plan on behalf of the board, management and staff of the Industry Training Authority (ITA). While the goals and measures are consistent with last year's plan, we have adapted our planning and priorities to the dynamic circumstances of British Columbia's training system and economy.

The *Canada Starts Here: BC Jobs Plan — Skills and Training Plan* was released last fall and affirms the directions and strategies we are pursuing. And it underscores the central role ITA will play in helping to increase employment and grow the provincial economy. With accelerating activity in trade-dependent sectors and projects, our role becomes all the more important.

We also recognize the increasing importance of agile responses to region- and trade-specific needs. We will work to ensure that training is available in the right programs and at the right places and times. This will maximize productivity benefits for employers, and ensure British Columbians can seize existing and emerging job opportunities.

In 2013/14 we will continue to promote and facilitate entry into industry training, with a particular focus on British Columbia youth. We will offer more support to training participants and their sponsors, and make existing programs more flexible. And we will step up the pace of implementation of improved assessment tools.

Direct from High School to Trades

There has been a strong increase in participation in dual-credit, youth industry training programs since ITA's inception. We will build on this success in close collaboration with education ministries — promoting and refining opportunities to start trades training in high school and to proceed directly into further industry training programs after graduation.

In late 2012/13 we conducted secondary research, data analysis of the outcomes of our existing programs, and consultations with stakeholders. This is the first full-scale review of our extensive and highly successful youth programs, and should accelerate continual improvement in 2013/14 and beyond.

Entry of youth and other prospective tradespeople into training programs will be promoted by the rollout of our new brand. It focuses squarely on the benefits our credentials deliver. We will continue to collaborate with government and other partners on expanded communications campaigns. These campaigns are intended to promote training and credentials, raise the profile and appeal of trades careers, and engage employers and recognize them for their vital contributions. ITA will lead efforts to increase the number of employers engaged in apprenticeship and other forms of workplace training.

Our programs to support trades training by under-represented groups — Aboriginal people, women, and immigrants — will expand, and we will sharpen the focus on their effectiveness in improving continuation and completion rates.

Support for Training Participants

Following assessment of how we can most effectively improve the training experience for both apprentices and their sponsors, we will put new apprenticeship coaches in place across the province by mid-2013/14. Consultations were underway at the time this plan was prepared regarding the services that will be provided.

We will integrate coaching with existing supports we provide, as well as with those available from sectoral Industry Training Organizations (ITOs) and training providers. In particular, we will leverage recent improvements to our own web site, and identify additional online resources that will maximize coaching effectiveness. We expect coaching to help improve both sponsor participation and training completion.

Effectively Assessing Competencies

Improved skills assessment capacity will move decisively into implementation in 2013/14. New competency-based assessment tools will be made available for 10 additional trades, all high participation, during the period covered by this plan. This will build on recent collaboration with other training authorities and the Red Seal Program on occupational performance standards, and leverage assessment pilots and development work already completed in some British Columbia trades.

Competency-based assessment is often particularly beneficial to individuals seeking certification based on existing skills. We will combine its availability with ongoing efforts to improve the training- and certification-related information available to foreign-trained workers, and to address specific skill shortfalls more efficiently. Wider availability of standard level exams, using online delivery, will assist in this regard.

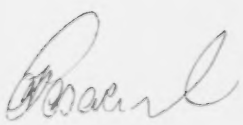
Sustained Efforts

Work will also continue in a number of other areas. We will make technical training delivery more flexible and look for ways to limit the extent to which it results in time away from the workplace. And in collaboration with ITOs, we will consult industry on opportunities to shorten training completion timelines, while still adhering to the call from employers for increasingly stringent occupational standards.

This Service Plan was prepared under the direction of the board, which is accountable for its contents and has assured itself of the reliability of data included. Consistent with the government's strategic priorities, fiscal plan and relevant direction, it also conforms with the *Budget Transparency and Accountability Act* and the *B.C. Reporting Principles*.

We have considered all significant assumptions, policy decisions, events and identified risks as of January 2013. Measures are consistent with ITA's mandate and goals, and focus on critical aspects of performance. Targets reflect past performance, current and forecast operating conditions, risk assessment and labour market analysis.

We look forward to collaboration with your ministry and our many stakeholders in the implementation of this plan, and to realizing the vision of a skilled workforce positioned to seize opportunity and secure our province's job-creation leadership.



Sincerely,
Frank Pasacreta
Chair, Board of Directors

Achievements and Milestones

The following are our most significant achievements and milestones since our last Service Plan was published.

Standards and assessment

- Issued a record number of Certificates of Qualifications to new journeypersons
- Began to implement competency based assessments in priority trades
- Began to implement standard level exams
- Began development of two non-apprenticeship programs to which ITA credentials will be applied (shipyard labourers and municipal workers)
- Made significant contributions to a national initiative to strengthen the Red Seal Program

Communications and outreach

- Held community dialogues in various regions
- Tested and finalized a new credentials-focused ITA brand

Customer support

- Launched a re-designed, customer-focused web site
- Undertook consultations relating to new apprenticeship coaching support

Industry engagement

- Enhanced policy-related engagement with industry through regular meetings of an ITA-ITO Chairs Roundtable
- Launched regional recognition celebrations for employer sponsors

Labour supply

- Expanded programming to increase access to trades training for Aboriginal people, women and immigrants
- Conducted research, analysis and consultation relating to enhanced youth programming

Organizational Overview

ITA is responsible for training and certification in about 100 diverse skilled trades, which account for more than 10 per cent of provincial employment. They encompass many of the skills required to capture emerging opportunities in key economic sectors such as energy, mining, shipbuilding and construction.

ITA oversees, manages and improves the provincial industry training system. It promotes trades training and careers, supports the progression of training participants, certifies individuals with existing skills, and works to align training outcomes with workplace needs.

Issuing credentials is the core outcome of ITA's work, and is done based either on successful completion of a training program, or on a formal validation of existing skills.

ITA invests in training services delivered in part through two sets of partnerships (see box at right) and collaborates with many other stakeholders. It serves two customer groups:

- Training Participants and Challengers[1] benefit from skill development and/or recognition that facilitates improved employment and advancement opportunities
- Employers and Industry benefit from access to a growing pool of workers with verified skills that align with labour market needs

ITA is also a key contributor to broader efforts to support employment growth and economic competitiveness for British Columbia as a whole.

ITA's mandate and accountabilities are defined in Part 3 of the *Industry Training Authority Act*, and are elaborated on each year through an annual letter of expectations signed by ITA's board chair and the Minister of Jobs Tourism and Skills Training (see page 12 and www.itabc.ca/corporate-reports/government-letter-expectation).

ITA's office is located in Richmond. Training is provided throughout the province, and new apprenticeship coaching positions to be filled in 2013/14 will also be regionally dispersed.

ITA SERVICE DELIVERY PARTNERS:

Industry Training Organizations (ITOs)	Independent not-for-profit organizations within specific industry sectors that provide input on program standards, engage employers and promote sponsorship, and deliver services as defined in agreements with ITA.
Technical Training Providers	Public post-secondary institutions, designated private institutions and school districts that deliver pre-apprenticeship and apprenticeship technical training programs, as defined in ITA training plans.

VISION

Highly skilled and productive people making British Columbia's industries prosperous and globally competitive

MISSION

To lead British Columbia's Industry Skills Training and Certification System through collaboration and innovation

[1] Challengers are individuals seeking certification based on existing skills.

Corporate Governance

The nine members of ITA's board of directors are appointed by and accountable to the Minister of Jobs, Tourism and Skills Training to deliver on performance expectations defined in Service Plans and annual letters of expectations. They have diverse backgrounds and extensive industry- and training-related expertise, and are guided by the best interests of the organization and its customers.

Directors are appointed for varying terms, based on principles and processes established by the government's Board Resourcing and Development Office (BRDO). Selection criteria ensure the board has an appropriate mix and diversity of skills, and ongoing board assessment and professional development programs are in place.

ITA adheres to best practices and guidelines established by the BRDO, including its governance-related disclosure requirements (www.itabc.ca/leadership/governance-ita).

DIRECTORS AND COMMITTEE RESPONSIBILITIES	
Frank Pasacreta (Chair)	Ex-officio member of all committees
Allan Bruce	Governance, Human Resources
Jack Davidson	Audit
David Fehr	Human Resources
Tom Kirk	Governance, Human Resources (Chair)
Kurt Krampl	Governance (Chair), Human Resources
Patty Sahota	Audit
Laura Stanton	Audit (Chair)

There was one vacancy on the board at the time this plan was prepared.

KEY ROLES

- Set vision and strategic direction for senior management execution
- Ensure risk-management measures are in place
- Ensure effective use of resources
- Hold management accountable for defined performance results
- Report to government, stakeholders and the public

PRINCIPLES AND KEY PRACTICES

- Directorial independence
- Meaningful management oversight through close working relationship with CEO
- Adherence to Code of Conduct and Conflict of Interest Policy
- Continual improvement through annual governance assessment and best practices monitoring
- Clarity and transparency regarding governance practices

ITA Executive and Senior Management Team

Strategic Context

The following table identifies evolving features of ITA's operating environment which could give rise to significant risks, opportunities and capacity issues during the period covered by this plan. Key mitigation and response strategies are summarized.

OPERATING ENVIRONMENT:
In light of the job openings that demographic trends and projected employment growth are likely to produce between now and 2020, the government's labour market outlook suggests a potential cumulative gap of 22,000-32,000 technical and trades workers in British Columbia.

Risks and Opportunities	Response Strategies
• In the absence of sufficient training and other labour supply responses, skill shortages will reduce British Columbia's ability to capture investment and will impact economic growth and living standards. • This outlook underscores the scope of trades-related employment and career opportunities, and the importance of providing sufficient training to close the potential gap. This enables ITA to make a compelling case to prospective training participants and sponsors. • Technical training utilization rates have been moderated in recent years, in response to a temporary demand downturn. The strengthened economic outlook creates an opportunity to transition back to more efficient use of this capacity. • Training expansion depends on sufficient industry participation, particularly in the form of sponsorship.	• The number of credentials issued is the most direct indicator of ITA's success in contributing to the labour supply response. • Key growth-supporting efforts will include ongoing improvement of youth programs, brand awareness, sponsorship promotion efforts, and continued promotion of participation by under-represented groups. • Coaching and other enhanced supports for participants, and accelerated implementation of competency-based assessment, will also support growth in participation, continuation and completion. • Promotion and recognition campaigns will extend to prospective and actual sponsors, as will enhanced supports, in an effort to reverse the recent decline in registered sponsor numbers.

OPERATING ENVIRONMENT:
Specific skill requirements may depart significantly from previous geographic and trade-specific patterns. In light of the expansion and emergence of sectors such as shipbuilding and liquefied natural gas (LNG), and of the progression of major projects in sectors such as mining and energy, skill requirements may also remain more variable and be more time-sensitive than in the past.

Risks and Opportunities	Response Strategies
• Training that is insufficiently aligned with actual and emerging industry needs would not address potential skills gaps, nor provide an effective basis for employment, and would represent inefficient resource use.	• ITA will continue to align training program standards and delivery as closely as possible with current and emerging needs. It will do so based on input from ITOs, industry stakeholders and regional workforce tables; and with reference to other sources of provincial and sector- and region-specific labour market insight. • Enhanced support for training participants and sponsors, and wider access to competency-based assessment, will likely accelerate progress towards certification for qualified applicants. Standard level exams are expected to assist in defining applicants' existing competencies and specific outstanding training needs, and thus also speed progress towards certification in appropriate cases. All of these measures will improve the training system's agility in responding to evolving industry needs.

OPERATING ENVIRONMENT:
Continued economic recovery and the escalating pace of activity relating to some sectors and major projects will increase the imperatives to provide flexible training delivery that minimizes time away from the workplace, and to accelerate training completion timelines.

Risks and Opportunities	Response Strategies
• Technical training approaches that minimize time away from the workplace have the potential to improve both sponsor participation and training completion. • Accelerated training completion has the potential to support growth in credentials issued and greater responsiveness in training outcomes, but cannot be achieved at the expense of program standards.	• ITA will increase funding in 2013/14 to support innovative and scalable technical training alternatives (potentially involving approaches such as after-hours scheduling and training delivery at job sites). It will also consult with industry on opportunities to shorten program completion timeframes without compromising program standards.

Performance Management Framework

Goal, Measure and Target Selection

The goals and measures in this plan are consistent with those in last year's plan, subject only to a different basis going forward for the continuation measure. They are an outcome of a comprehensive strategic planning exercise undertaken by ITA's board in 2011/12 to guide the organization's activities over the following three years.

Operational planning and strategies for 2013/14 and beyond are further informed by the *Skills and Training Plan*. Released by government in September 2012, it is a component of the broader *BC Jobs Plan*. Since existing ITA strategic directions are well aligned with it, minimal adjustments were required to the structure of this Service Plan.

Goals align directly with ITA's legislative mandate and with the public interests it advances. These include providing skill-development and recognition opportunities for individuals, and aligning skilled-labour availability with employer needs. Goals also align with ongoing direction from government, including accountabilities defined in annual letters of expectations (accountabilities in the current letter are discussed on page 12).

Rationales for specific measures, and the basis for defining targets, are identified below. ITA discloses performance on a broader range of measures in monthly reports posted at: www.itabc.ca/corporate-reports/performance-measurement-reports.

Goals, Strategies and Measures

1 ITA credentials are valued by a broad range of industries and individuals, and align with the economic needs of British Columbia

Strategies

- Continue to promote training participation and sponsorship, in partnership with government and other stakeholders, while using regional workforce table reports and other sources of labour market information to align training with opportunity
- Accelerate the development and implementation of competency-based assessments, providing an alternative credentialing pathway of particular value for those with existing skills (including skills acquired outside British Columbia)
- Expand implementation of standard level exams

PERFORMANCE MEASURE	2011/12 ACTUAL	2012/13 FORECAST	2013/14 TARGET	2014/15 TARGET	2015/16 TARGET
Credentials Issued	8,750	7,750	8,000	8,250	8,500
ITA Investment per Credential Issued	$11,804	$14,025	$13,752	$11,570	$11,230
Satisfaction with ITA Credentials	n/a	Baseline Index Scores (max.100):			
— Employers		78	79	80	80
— Credential holders		86	86	86	86

Credentials Issued — Each credential issued verifies that an additional member of the workforce possesses the occupational skills needed to carry out a particular trade. This benefits both that individual and his or her prospective employers. Credentials issued are the culmination of ITA's work, and all other performance measures either influence outcomes on this measure or indicate the efficiency with which it is being achieved.

Targets align with projected mid-term provincial labour market requirements, while accounting for recent participation trends and typical training progression. Performance was significantly above target in 2011/12 — likely due in part to the temporary impact of higher investment in upper-level technical training in the immediately preceding years — and is forecast to be moderately above target in 2012/13. Targets for the next two years have been increased accordingly, with further moderate growth foreseen in 2015/16.

ITA Investment per Credential Issued — This resource-use efficiency measure is the ratio of total operating expenditures to total credentials issued in a given year. Targets are therefore a function of projected expenditures and targeted credentials issued in future years. The targeted drop in this measure in 2014/15 reflects the expiry of the current Canada-BC Labour Market agreement, which will result in reduced ITA expenditures while growth in credentials issued is expected to continue.

Employer Satisfaction with ITA Credentials — This measure focuses on ITA's primary output, and results will inform continuous improvement efforts. Survey-based measurement — involving a sample of approximately 700 employers of tradespeople — was conducted in 2012/13. The composite satisfaction index is comprised of satisfaction and importance ratings on the following three statements about ITA credentials:

- an ITA credential signals that the holder is able to meet the skill needs of your company
- an ITA credential signals that the holder will increase your company's profitability
- an ITA credential is valued and requested by your customers

Targets reflect achievable and meaningful continuous improvement.

Credential Holder Satisfaction with ITA Credentials — This measure focuses on ITA's primary output and results will inform continuous improvement efforts. Survey-based measurement — involving a sample of approximately 575 tradespeople who were certified within a recent four-year period — was conducted in 2012/13. The composite satisfaction index is comprised of satisfaction and importance ratings on the following four statements about ITA credentials:

- an ITA credential signals to employers that you are able to meet their skill needs
- an ITA credential gives you a competitive advantage for employment or promotion
- an ITA credential increases your earning potential
- an ITA credential allows you to work in other parts of Canada or abroad

Targets reflect maintenance of the high level of satisfaction found in the initial survey, to which strong employment outcomes for credential holders are likely to contribute in the years ahead.

2 Employment-based apprenticeship is viable, efficient and effective in producing credentialed workers

Strategies

- Implement enhanced supports for both apprentices and sponsors, most notably in the form of new regionally dispersed apprenticeship coaches
- Fund pilot development of additional flexible training delivery models (e.g. alternatives to block release scheduling) and explore methods to compress training durations where appropriate
- Sustain and continue to refine youth strategy with a particular focus on continuation from high school to apprenticeship
- Foster stronger employer participation, in partnership with ITOs, and with a focus on registration and recognition of sponsors

PERFORMANCE MEASURE	2011/12 ACTUAL	2012/13 FORECAST	2013/14 TARGET	2014/15 TARGET	2015/16 TARGET
Total Registered Sponsors	9,412	9,100	9,300	9,500	9,700
Sponsor Value Index	n/a	Baseline Index Score (max.100): 76	77	78	79
Continuation from Foundation Programs to Apprenticeship	45%	48%	50%	52%	54%
Capacity Utilization	87.8%	87.0%	87.5%	88.0%	88.5%

Total Registered Sponsors — The number of sponsors is an approximate indication of the availability of the work-based training of which apprenticeship largely consists (approximate since sponsors have varying numbers of apprentices). Targets are set at levels sufficient to support the target for credentials issued, and with reference to anticipated industry hiring capacity. This was the only measure on which the target was missed by a material margin in 2011/12, likely due to modestly paced recovery in employment. Forecast performance for 2012/13 is below target by a small margin. Targets for the next two years have therefore been adjusted down moderately, although resumed growth is forecast throughout the planning period[7].

Sponsor Value Index — This measure of benefits that employers gain from sponsoring apprentices will indicate the scope of the return on their training investment, and will inform continuous improvement efforts. Survey-based measurement — involving a sample of approximately 450 current apprenticeship sponsors — was conducted in 2012/13. The composite value index is comprised of satisfaction and importance ratings on the following four statements:

- the training your apprentices receive aligns with the skill needs of your company
- apprentices increase your company's profitability
- apprenticeship training provides your company a recruiting and retention advantage
- the administrative requirements of sponsoring apprentices are manageable

Targets reflect achievable and meaningful continuous improvement.

[7] While this target was not achieved in 2011/12, performance was above target on the key outcome of credentials issued, suggesting that required sponsorship participation numbers may have been over-estimated.

Continuation to Apprenticeship — This measure indicates the extent to which pre-apprenticeship programs are focused on trade-specific job-readiness and provide effective pathways to apprenticeship. As reported to date, this measure has been based on continuation by participants in Foundation programs only. Beginning in 2013/14 it will be expanded to include participants in youth-specific pre-apprenticeship programs, as well as participants in ITA programs targeting increased trades participation by Aboriginal people, women and immigrants. Targets specified relate to the Foundation program participants only. They reflect achievable and meaningful levels of continuous improvement, and align with the targeted number of credentials issued over time.

Capacity Utilization — The percentage of seats filled in ITA-funded technical training programs indicates the efficiency with which funding is allocated within this largest category of spending (training delivery). While ITA seeks improvement, recent targets have accounted for the need to maintain training capacity during a temporary demand downturn.

Data Sources and Benchmarking

MEASURE	DATA SOURCE
Number of Credentials Issued	ITA Direct Access
Investment per Credential Issued	ITA Direct Access cross-referenced with total expenditures as per ITA financial reporting
Satisfaction with ITA Credentials **— Employers** **— Credential holders**	Measurement undertaken by Sentis Market Research Inc.
Total Registered Sponsors	ITA Direct Access
Sponsor Value Index	Measurement undertaken by Sentis Market Research Inc.
Continuation to Apprenticeship	ITA Direct Access and other program data
Capacity Utilization	ITA Direct Access cross-referenced with utilization data provided by technical training providers

Data required to track progress on most of the measures in this plan are derived in whole or in part from ITA's Direct Access information management system. It was custom designed to meet ITA's customer-service and performance-tracking needs and is subject to data-entry guidelines and business rules. Management is therefore confident in the quality of the resulting data.

Additional calculations and cross-references required in the context of some measures rely on supplemental data sources. They are made using standardized methods, and management is also confident in the quality of the resulting data. Management has assured itself of the use of appropriate best practices and quality-control measures on the part of the opinion research services provider.

ITA annual reports benchmark performance against other Canadian jurisdictions on number of credentials issued, and on other aspects of performance (registered training participants and interprovincial examination pass rates) that influence results on measures in this plan. However, due to highly variable training systems and labour market conditions across the country, target setting is informed more by benchmarking against past performance in British Columbia than against interprovincial comparisons.

Government's Letter of Expectations

Government has identified the following specific ITA accountabilities in its most recent letter of expectations, signed by the Minister of Jobs, Tourism and Skills Training and the chair of the ITA board (www.itabc.ca/corporate-reports/government-letter-expectation). Major strategies and related actions anticipated during the planning period are identified in connection with each accountability.

1.
Continue to work closely with the Ministry of Jobs, Tourism and Skills Training, the Ministry of Education, the Ministry of Advanced Education, Innovation and Technology, and others as required, to implement the following initiatives under the *Canada Starts Here: BC Jobs Plan — Skills and Training Plan*:

a) expand opportunities for youth to begin training for trades careers prior to graduation, by increasing the capacity in K-12 apprenticeship programs by 50% by 2015/16;	• Action plan to support ongoing program improvements will be developed based on secondary research, data analysis of program outcomes to date and stakeholder consultations, all of which were underway in late 2012/13. • ITA will participate in expanded promotional campaigns targeting secondary students.
b) increase the number of apprentices who complete trades training programs, and the number of employers/sponsors who participate in apprenticeship training through improved web portal and services and new coaching supports for apprentices and employers;	• Apprenticeship coaches will be in place across the province by mid-2013/14, providing direct support to apprentices and sponsors. Job descriptions and delivery mechanisms were being defined through consultations in late 2012/early 2013. • New coaching resources will be fully integrated with existing supports, and supplemented with additional online resources to maximize their impact. • Other key initiatives, including increased flexibility of technical training delivery and significantly expanded competency-based assessments are also expected to support participation, continuation and completion.
c) implement flexible apprenticeship training initiatives (e.g. front-end loaded delivery models) that reduce the amount of time apprentices must spend away from the workplace and/or enhance the productivity of new apprentices as they begin the workplace-based components of their training program, while maintaining the quality, depth of training and certification reputation; ITA is to work with ITOs, public and private training institutions and others to design, implement and evaluate such initiatives; and	• Pilot development of additional flexible training delivery models will be funded, with a focus on innovative and scalable approaches that will reduce the amount of time apprentices need to spend away from their workplaces. Models will be identified in consultation with ITOs and training providers and other stakeholders.
d) develop and implement "Trades Recognition BC", an initiative to accelerate the development and implementation of competency-based assessment tools and processes for high demand trades between April 2013 and March 2015 to support the domestic and offshore recruitment and certification of semi-skilled trades workers; as part of this initiative, ITA is also directed to work with ITOs and public and private trainers to develop "gap training" initiatives to provide workers participating in Trades Recognition BC assessments with the specific skills they need to gain their trades credentials as quickly as possible.	• Competency-based assessment tools will be made available for 10 more trades within the period covered by this plan, leveraging development work already completed in some trades. • Improved means will be developed to target training to specific competency gaps identified through assessment, facilitated in part by expanded availability of standard level exams. • Web based and other information resources regarding British Columbia training and certification, responsive to the needs of prospective immigrants, will continue to be improved in collaboration with other agencies and stakeholders. • Budget allocation for recognition initiatives will be increased.

2.
Continue to expand opportunities for industry input into BC's industry-led trades training system.

- The ITA-ITO Chairs Roundtable will continue to meet quarterly.
- Regional employer roundtables will be held.
- Newly instituted survey based satisfaction- and value-related research will continue to be conducted annually.

3.
Conduct a review of national and international best practices in apprenticeship training on an annual basis and, where appropriate, apply the lessons learned to British Columbia's industry training system.

Building on ongoing best practices monitoring, ITA will develop a framework for formal annual reviews and conduct the first one in 2013/14.

4.
ITA will provide quarterly progress reports on each of the actions identified in 1 and 2 above, and the implementation activities referenced in the Service Level Agreement Letter, in addition to the current reporting requirements.

ITA will report as directed.

5.
ITA will continue to implement carbon neutrality initiatives.

ITA will maintain reduced travel requirements through use of audio and video conferencing, 100 per cent recycled paper and lower-carbon IT technology.

Financial Outlook

($000's)	2011/12 Actual	2012/13 (forecast)	2013/14 (forecast)	2014/15 (forecast)	2015/16 (forecast)
Revenue					
Contributions from the Province *	102,757	108,412	109,010	94,444	94,444
Contributions from the Government of Canada	192	90			
Other Income	5,340	1,055	1,008	1,008	1,008
Total Revenue	**108,289**	**109,557**	**110,018**	**95,452**	**95,452**
Expenditures					
Standards Development	2,437	2,934	2,370	2,320	2,320
Industry Engagement: Non-standards Work *	3,382	2,383	2,949	2,949	2,949
Credential Brand Awareness		600	350	100	100
Assessment and Certification	1,067	1,029	678	678	678
Training Delivery	74,781	73,919	77,720	74,220	74,220
Labour Supply Initiatives (including Youth programs)	12,537	18,357	15,047	5,160	5,160
ITA Core Expenditures	8,365	8,654	10,048	9,169	9,169
Amortization	717	780	857	857	857
Total Expenditures	**103,286**	**108,695**	**110,018**	**95,452**	**95,452**
Transfer to Capital Reserve	**5,003**	**862**	**0**	**0**	**0**
[1] **Contributions from the Province****:					
Ministry — General Funding	94,444	94,444	94,444	94,444	94,444
Ministries — Other Funding and Grants	8,313	13,668	14,466		
Recognition of Deferred Contributions	0	300	100		
	102,757	**108,412**	**109,010**	**94,444**	**94,444**

* As of the release date of the Service Plan the ITO Partnership Agreements were not finalized.

** The 2014/15 and 2015/16 targets are provided for planning purposes only, and are subject to annual approval of the Legislature.

[1] Includes Apprenticeship & Foundation programs and QP Curriculum Development.

The above financial information, including forecast information, was prepared based on current Canadian Generally Accepted Accounting Principles (GAAP - PSAS).

Reductions in Labour Supply Initiatives and Training Delivery in 14/15 and 15/16 reflect an end to the current Canada BC Labour Market Agreement, which expires in March 2014. The Province is actively pursuing discussions with the Federal Government regarding LMA funding beyond March 2014.

Summary Financial Outlook

ITA receives most of its revenue in the form of a core operating grant from the provincial government ("Ministry — General Funding"). Additional funding (included in "Ministries — Other Funding and Grants") is received via the Canada-BC Labour Market Agreement (LMA) for programs to support trades participation by Aboriginal people, women, and immigrants; and for training delivery. Additional revenue is received from other sources such as examination and assessment fees.

Major types of expenditures include: payments to post-secondary institutions, private training providers and school districts for training delivery; payments to ITOs for various services (e.g. program standards, assessment and industry engagement); and payments to service providers for delivery of services to eligible clients under the LMA.

ITA is not a capital intensive organization and has no capital projects valued at more than $50 million. Capital activity is primary focused on IT development and is expected to total approximately $6 million through the planning period.

Consistent with direction from the Ministry of Finance, our summary financial outlook is based on Public Sector Accounting Board (PSAB) accounting guidelines. It reflects the following assumptions:

- Ongoing receipt of a core operating grant from the Ministry of Jobs, Tourism and Skills Training
- Continued receipt in 2013/14 of funding made available through the LMA for training delivery
- Continued receipt in 2013/14 of funding made available through the LMA, specifically for programs to support industry training participation by Aboriginal people, women, and immigrants
- Achievement by technical training providers of targeted utilization levels (percent of ITA-funded technical training seats filled)

Future Financial Outlook

ITA will continue to align its investment in training with the three- to five-year outlook for labour market demand, informed in part by the Province's Labour Market Scenario Model. Budgeted amounts are believed to be appropriate to maintain alignment of mid-term training capacity to the regional economic needs of the province.

Key activities envisioned within this Service Plan will be primarily funded within the core operating grant. They include existing credentialing activities, technical training delivery, youth programs, investments to support continuous improvement in technical training delivery, credential brand awareness activities, and enhanced supports for apprentices and sponsors. These activities are well aligned with the provincial government's *Skills and Training Plan*, and budget has been allocated with reference to the objectives of that plan.

Additional resourcing will need to be identified to support the capacity required to continue to expand ITA's credentials framework beyond apprenticeship programs alone — assuming confirmation of an industry desire for such further expansion.

Enhanced assessment work will continue through the planning period. The scope of the work will be a function of the amount of provincial funding for foreign qualifications recognition.

By March 2014 (when the current LMA expires), ITA will have invested more than $44 million, largely in labour-supply development.

Glossary

Apprentice
A person who registers with the Industry Training Authority and pursues an industry training program — combining work-based training with technical or institution-based training — with the intent of obtaining an industry training credential.

Block Release
An approach to technical training scheduling which requires apprentices to be away from the workplace for defined periods, typically lasting several weeks each, over the course of their apprenticeships. This contrasts with alternatives such as front-end loaded scheduling, in which the bulk of technical training is taken at the start of an apprenticeship.

Challengers/Challenge Process
Individuals who have not participated in a formal apprenticeship program in Canada, but who have been assessed and approved to undergo final certification assessment requirements based on their prior experience and existing skills.

Competency Based Assessment
A competency comprises the specification of knowledge and skill and the application of that knowledge and skill at an industry level, to the standard of performance required in employment.

Competency Based Assessment is the process of collecting evidence and making judgments on whether competency has been achieved. The purpose of assessment is to confirm that an individual can perform the standard expected in the workplace, as expressed in the relevant endorsed competency standards. The assessment tools used in this approach may include a portfolio of evidence of past learning/experiences, a written assessment, a technical conversation and/or a practical assessment.

Credential/Certification
Recognition that an individual has met the requirements of an industry training program either through participation in a formal apprenticeship program or through a challenge process. In British Columbia, credentials take the form of provincial Certificates of Qualification (often issued with inter-provincial or Red Seal endorsements), Certificates of Apprenticeship, and Certificates of Completion (foundation programs).

Direct Access
An information management system designed to track system-wide performance, and provide apprentices and sponsors with the ability to register, access program information, check transcripts, enter training hours and trigger recommendation letters.

Industry Training Organization
An industry-directed, not-for-profit legal entity with responsibility for developing and managing industry training programs province-wide within a particular economic sector (i.e. the horticulture, automotive repair, transportation, industrial and commercial construction, tourism and the resource sectors).

Industry Training Program
Any of a number of occupation-specific programs involving defined competencies and standards, assessment tools and a credential to be awarded upon successful completion. Includes both apprenticeship and Foundation programs.

Occupational Performance Standards
Precise documentation of the level of workplace performance, based on defined criteria, expected by industry of a competent individual within a particular occupation.

Pre-Apprenticeship Programs
Various programs intended to serve as an entry point to full apprenticeship, which do not require a sponsor and which may result in partial credit towards apprenticeship completion. These include school-based Foundation programs (many of which were formerly known as Entry Level Trades Training Programs), and introductory programs designed for Aboriginal people, immigrants and women.

Red Seal
A national program providing a standardized endorsement for specific occupations/trades and allowing for greater labour mobility across provincial/territorial boundaries. Upon successful completion of a Red Seal exam, a Red Seal endorsement is added to the provincial credential.

Sponsor
A qualified individual or other legal entity (often, but not necessarily, an employer) that commits to ensuring that an apprentice receives work-based training relevant to his or her industry training program, and under the direction of one or more qualified individuals.

Standard Level Exams
Also known as **Common Level Exams** these are examinations developed by ITA for standardized use by training providers in determining successful completion of a specific level of a multi-year apprenticeship program.

Technical Training
The institution-based (in-class or distance education) component of an industry training program that provides a combination of theoretical knowledge and practical skills to complement work-based training.

Utilization Rates
The proportion of available spaces within ITA-funded technical training programs that were actually filled by training participants (including programs offered at public post-secondary institutions, by private trainers, and as part of pilot programs).

INDUSTRY TRAINING AUTHORITY

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